United Nations DP/DCP/ZWE/3

**Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services**

Distr.: General
9 July 2015

Original: English

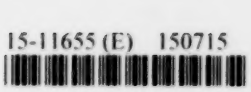
**Second regular session 2015**
31 August - 4 September 2015, New York
Item 5 of the provisional agenda
**Country programmes and related matters**

# Country programme document for Zimbabwe (2016-2020)

## Contents


| | | Page |
|---|---|---|
| I. | Programme rationale | 2 |
| II. | Programme priorities and partnerships | 4 |
| III. | Programme and risk management | 8 |
| IV. | Monitoring and evaluation | 9 |
| Annex | | |
| | Results and resources framework for Zimbabwe (2016-2020) | 10 |


15-11655 (E) 150715



Please recycle

# I. Programme rationale

1. Zimbabwe has made notable progress in: HIV prevalence which has declined from over 27 per cent in mid 1990s to 14 per cent in 2014; maternal mortality from 960 per 100,000 live births in 2009 to 614 in 2014; child immunization and primary school attendance (Multiple Indicator Cluster Survey, 2014). In addition, the country promulgated a new constitution with provisions for good governance, gender equality, equitable access to justice and respect for human rights. Ongoing economic reform measures and the peaceful elections in 2013 have encouraged some donors (such as the European Union) to resume direct engagement with the Government. It is envisaged that these developments will be strengthened through the implementation of the Zimbabwe Agenda for Sustainable Social Economic Development (known as 'Zim-Asset'), which is the national development strategy, 2013-2018. It should be noted that despite the gains, economic, governance and social challenges continue to exert pressure on achievements and further progress.

2. The most crucial challenge facing Zimbabwe is the high level of poverty and exclusion. Millennium Development Goal 1 is not likely to be achieved, and poverty has persisted in the absence of a national poverty framework. National poverty, at 62.6 per cent in 2011 (with similar impacts on male- and female-headed households). , Rural poverty is higher, at 76 per cent, with Matabeleland North recording an extremely high 81.1 per cent. Low agricultural productivity continues to be a challenge, as is the limited access to farm inputs, skills, credit and markets. Many rural farmers are unable to use their land for income generation, and a significant proportion do not have security of tenure. Meanwhile, a significant share of the population is excluded from a wide range of opportunities and rights. 41 per cent are poor, according to the global Multidimensional Poverty Index, and deprivation of living standards contributes 59 per cent of overall poverty. Wide disparities prevail in income distribution, yielding a Gini coefficient of 0.5 in 2006, with the lowest 10 per cent of the population consuming 1.8 per cent of income against 40.3 per cent by the highest 10 per cent.

3. One of the underlying causes of poverty is the slowdown in economic growth, which declined from 11.9 per cent in 2011 to 3.1 per cent in 2014. Structural and infrastructural bottlenecks and limited fiscal space have resulted in low levels of domestic investment, rising informalization, and rising unemployment, further increasing poverty. While productivity has declined, employment and income generating opportunities have reduced significantly. Only 8 per cent of the budget is allocated to development (budget statement, 2015), curtailing government capacity to address poverty effectively. The introduction of the multi-currency system has also restricted government ability to use monetary policy for economic management. A persistent debt overhang and resulting constraints in accessing credit from multilaterals and international capital markets are also hampering the efforts of government and the private sector to address liquidity challenges. As a result, there is limited access to working capital for business growth, leading to company closures and retrenchment, throwing workers further into poverty. Lack of clarity in key policies has resulted in deteriorating investor confidence, and hence low foreign direct investment. The absence of a structured aid coordination mechanism has caused challenges in coordinating and aligning donor resources (such as the $1.1billion from OECD in 2013) to support national priorities such as poverty reduction.

4. Another causal factor is weak governance. A number of governance reforms were identified, agreed upon and embedded in the new Constitution during the inclusive government period (2009-2013).Some of these reforms included: promotion of national healing, cohesion and unity; provision for free political activity; respect for the Constitution and rule of law; freedom of assembly and association; and reform of state organs and institutions. The full implementation of those reforms is critical for creating an enabling environment for good governance, inclusive growth and poverty reduction. Key institutions

that play important roles in enhancing citizen participation, and the promotion and protection of human rights, face capacity challenges. Weak capacities in key service delivery institutions are undermining the delivery of basic services, adversely affecting overall well-being. Strengthening the capacity of public institutions for improved service delivery and national and local levels is a key governance imperative. While key institutions for strengthening democracy in the country have been provided for in the Constitution, some require establishment and others need further capacity enhancement. This is key to ensure participatory democracy, effective service delivery, good governance and respect for human rights. Citizens are unaware of their civil and political rights. There is need to consolidate and deepen the foundations of peace and enhance social cohesion as a foundation for enabling inclusive growth. The constitutional provision for the establishment of the National Peace and Reconciliation Commission, which also includes the strengthening of community capacities to manage conflicts, recognizes the need to consolidate the peace architecture. Meanwhile, despite some progress, women's empowerment on the political and economic front remains inadequate. Women account for only 29 per cent of formal sector employment, with very few at technical and managerial levels. They lack voice to participate in key democratic processes, and violence against women remains high, with 30 per cent experiencing physical and sexual abuse.

5. Poverty and exclusion are exacerbated structurally by weak resilience capacities, which increase vulnerability to a wide range of shocks. Zimbabwe is experiencing the effects of climate change, notably rainfall variability and extreme events. Temperatures have increased by 0.1°C per decade, and rainfall has declined by 5 per cent. Unfortunately, the majority of vulnerable communities lack adequate coping strategies to withstand these shocks, making it difficult for them to build resilience, mitigate climate change risks, or explore adaptation options. Climate change is also likely to intensify the gender dimensions of vulnerability, especially among female-headed households. Vulnerability is further compounded by limited access to economic opportunities. Without adaptation, rain-fed agricultural yield could drop by up to 50 per cent, affecting an estimated 1.3 million smallholder farmers, 70 per cent of them women. Biodiversity and related ecosystems are under threat from land use and climate change effects. In addition, dry weather has resulted in forest loss of about 327,000 hectares per year, the second-highest in Southern Africa.

6. Under the previous programme, UNDP made significant contributions to some of the above development challenges, as evidenced by the recent Assessments of Development Results and various outcome evaluations. Examples are:

(a) Work on the constitution-making process in a complex political environment earned UNDP the reputation of being able to work under difficult conditions. Achievements included creating space for citizen engagement, with over 3 million citizens consulted; initiation of peace and reconciliation efforts; and a governance structure that recognized national leadership and ownership. Other achievements were an increase of tolerance for political pluralism and strengthening of the institutional framework for access to justice and protection of rights, including establishment of the Human Rights Commission, and drafting of the Gender Commission bill.

(b) UNDP facilitated economic management, pro-poor planning and capacity building at a time when stakeholders such as the World Bank and the International Monetary Fund (IMF) were not fully engaged with the Government due to policy differences and a debt overhang. Support for Zim-Asset was limited to the development of implementation modalities. UNDP also supported the Zimbabwe Statistical Agency (known as 'Zim-Stat') to resume production of surveys, which had been suspended due to funding constraints.

(c) UNDP piloted livelihoods interventions reaching over 1 million people, providing start-up grants for entrepreneurship, as well as climate change adaptation support. This work lays the foundation for scaling up climate adaptation and livelihoods support.

7. Significant developments include government completion of key milestones under the International Monetary Fund staff monitoring programme, and the development of a 'roadmap' to seek debt rescheduling, which are considered important steps toward reengaging with the international financial institutions. Action has been initiated to restore confidence in the financial sector; reforms in the governance sector are being planned; and the capacity of related institutions is being rebuilt. UNDP is exploring ways of supporting government in initiatives such as these. While increased engagement by some donors and international financial institutions could affect the role of UNDP, the normalization of relations is a protracted process, and donors are taking a cautionary approach in their reengagement. Opportunities for collaboration with donors will continue to arise and will be leveraged for programme delivery. UNDP is well positioned to provide policy and institutional support given its influence and track record in the 2011-2015 programme in various areas, including the constitution-making process. Further, its convening power, especially on politically sensitive issues, has been identified as key in enabling stakeholders to execute their mandates effectively.

8. Drawing from lessons learned in the implementation of the previous programme, the new country programme will be innovative in terms of design and delivery. Through a targeted, holistic approach to poverty reduction, it will adopt a sustainable balance between 'upstream' and 'downstream' support. UNDP will support the application of evidence in policymaking for increased resilience; improving the absorptive, adaptive and transformative capacities of at-risk communities; and the establishment of appropriate, coordinated and timely responses to risks and shocks. UNDP will focus on areas that have a multiplier effect through a targeted build-up of capacities, policies, the creation of dialogue space, and scalable downstream interventions. Proposed downstream interventions will seek to provide platforms for citizen engagement in democratic processes and facilitate access to skills, knowledge and new technologies for increased income generation. UNDP will do this in three areas of strategic focus: (a) inclusive growth and sustainable livelihoods, (b) democratic governance, and (c) climate change and resilience.

## II. Programme priorities and partnerships

***Inclusive growth and sustainable livelihoods pillar***

9. This pillar seeks to address the poverty challenge, providing inputs at both upstream and downstream levels and building on the 2011-2015 programme cycle components such as livelihoods, economic management, environmental sustainability, and statistics. Issues to be addressed are data gaps and weak institutional capacities to deliver poverty reduction interventions. The first priority will support the capacity of government in creating an enabling environment to address poverty and produce data for associated monitoring and planning. Key interventions will strengthen analytical and institutional capacities to design and implement pro-poor national development strategies and policies in line with the sustainable development goals. Knowledge products on inclusive growth will supplement these efforts. With support from partners such as the Department for International Development (DFID, United Kingdom) and the World Bank, UNDP will continue to support the production of statistics, including the poverty income consumption and expenditure survey, and the implementation of the second national statistical development strategy, which is being developed with UNDP support. Additional support will be provided to strengthen the aid coordination system.

10. Complementing policy and national efforts, this component will support the capacity of subnational institutions to design and implement livelihood support interventions for increased productivity, income, and rural development as means of sustainably lifting target groups out of poverty. The capacities of participating stakeholders will be built to increase

access to skills (including entrepreneurship development, particularly for youth aged 18-35 years – especially women in that age group); new technologies; and microfinance will be enhanced (prioritizing unemployed youth aged 18-35 years, widows, and female-headed households) to help communities produce, add value, maintain quality standards, strengthening access to markets and creating opportunities for sustainable livelihoods. Lessons learned from successful small livelihood initiatives, including the Small Grants Programme and crisis prevention and recovery, will be scaled up. Energy services will be provided alongside these interventions to reduce poverty and promote sustainable livelihoods. Target districts will be identified through poverty mapping. This will be a joint initiative with United Nations organizations such as the Food and Agriculture Organization, the International Labour Organization (ILO), the United Nations Children's Fund (UNICEF), and UN-Women. Non-governmental organizations, civil society organizations, the private sector and local authorities will be key partners. A strong emphasis on partnership will harness the knowledge and experience of stakeholders to enhance their participation in and ownership of programmes. Working through governance and service delivery institutions will foster ownership and control and ensure sustainability, as will a solid infrastructure and access to markets. Knowledge generated and lessons learned at the community level will inform policy processes at the national level.

***Democratic governance pillar***

11. This programme will consolidate outstanding democratic governance reforms identified and embedded in the new Constitution. The reforms include: strengthening constitutionalism and the rule of law; promotion and protection of human rights; the national peace and reconciliation architecture; enhancing justice delivery; and reform of state organs and institutions to deliver services in a transparent, accountable manner. These reforms are critical for creating an enabling environment for good governance and poverty reduction. Stronger governance will facilitate reengagement efforts with the international financial institutions, with positive repercussions on foreign direct investment, business growth, and government revenue.

12. The first component of the pillar will support access to justice and protect fundamental rights by strengthening the capacities of justice delivery and human rights institutions to provide quality services and uphold the rule of law. Constitutional legal reforms will be scaled up by strengthening the capacities of target institutions to align key legislation to the Constitution. UNDP will support the Inter-Ministerial Task Force on Alignment to coordinate alignment efforts. UNDP will tap into its global network through South-South partnerships to equip justice system institutions with legal drafting skills. Building upon lessons learned from the 2011-2015 cycle, the new programme will deepen the foundations for coordinated delivery of high-quality justice services to vulnerable groups, focusing on persons with disabilities, people living with HIV and AIDS, inmates on long remand, and indigent persons (especially women). This intervention will target key institutions within the justice and law and order sector. In addition, support will be provided to strengthen the capacities of national institutions mandated to promote and protect human rights, such as the Human Rights, Gender, and National Peace and Reconciliation commission. The focus will be on addressing human rights violations and advocacy on the implementation of recommendations from state party reporting processes. UNDP, working in collaboration with United Nations organizations, development partners (including Denmark and the European Union) and civil society organizations, will strategically leverage its convening ability on sensitive issues. Those efforts will be scaled up, tapping into regional experiences in strengthening national human rights institutions through a South-South strategy. In gender equality and women's empowerment, the focus will be on building capacities for formulating, reviewing and implementing laws to facilitate gender equality and women's rights.

13. Second, UNDP will provide support to strengthen and consolidate the national peace architecture. Zimbabwe has had a history of polarization and politically motivated violence, including land disputes that have undermined the cohesion of communities. Drawing on lessons and experiences gained during the support to the Office of National Human Rights Institute (Governance outcome evaluation, 2014) this component will support the establishment of the National Peace and Reconciliation Commission and enhance community capacities to manage conflicts. Efforts at the local level will target rural and peri-urban communities that have a history of violence and conflict, aiming to strengthen capacities for community mediation, healing and reconciliation through establishment of local peace committees. Deliberate efforts will be made to provide support for increased women's participation in mediation and community reconciliation processes. Drawing from the governance outcome evaluation, UNDP will support efforts to scale up the 'peace dividends initiative' anchored in local peace committees to deepen cohesion through sustainable livelihoods and community income-generation activities. In collaboration with the Government, UNDP will develop a land dispute resolution mechanism to increase the resilience of communities against conflicts. The implementation of this component will benefit from experiential learning through South-South cooperation on the continent. Opportunities to collaborate with the United Nations Peacebuilding Fund and donors (including the German Agency for International Cooperation – GIZ, DFD, the European Union and the Swedish International Development Agency – SIDA) will be explored for resource mobilization. At the United Nations country team level, a multi-organization collaboration on the peace architecture (with the Office of the United Nations High Commissioner for Refugees, the United Nations Educational, Scientific and Cultural Organization, UNFPA, and UN-Women, for example) will be sought. This component will be implemented in partnership with non-governmental actors: traditional leadership, faith-based organizations, local authorities, civil society organizations, and diverse groups with competing interests.

14. Third, to enhance civic participation in key democratic processes, the programme will support mechanisms for scaling citizen participation (rural and urban), especially that of women and youth, and to strengthen the capacities of oversight and accountability institutions to promote effective engagement. Institutional strengthening support will be provided to key commissions mandated to enhance democracy in the Country (for example Zimbabwe Electoral Commission), while also enabling the design and implementation of frameworks that allow for increased citizen participation in constitutional processes. Emphasis will be placed on providing voice for vulnerable and excluded groups, including youth (men and women) between 18 and 35 years of age, including those living with disabilities, by strengthening platforms for dialogue to promote active participation in democratic processes. A key measure of increased citizen participation is improved service delivery. Strengthening the capacities of the institutions responsible for service delivery will be an imperative in building confidence, as it will affect the provision of basic social services. The programme will therefore provide support to improve the capacity of the local government sector in effective, efficient service delivery, including gender-responsive budgeting. Priorities for capacity - building will be drawn from the comprehensive capacity needs assessment of the local government sector, 2013.

***Climate change and resilience pillar***

15. UNDP has supported the Government in developing a costed action plan on mitigation and adaptation through the national climate change response strategy. Evidence from the assessment of development results shows that UNDP has a track record for this work, and donors and government are interested in seeing UNDP continue to lead in climate change work. UNDP will support the Government in implementing the Sustainable Energy for All initiative (known as 'SE4All') and the renewable energy policy. The programme will support the implementation of the new national biodiversity strategy and action plan

including mainstreaming. At the local level, the programme will scale up adaptation pilots implemented under Sustainable Climate Change Fund, building on successes while addressing constraints. For vulnerable small-holder farmers (especially women) to adapt to climate change over time, the programme will support (a) pilot testing among small-holder farmers and policymakers about the adaptation response options and support services needed; (b) knowledge and understanding of climate risk; and (c) capacity of relevant institutions to mainstream Climate Change Adaptation. The programme will also assist Zimbabwe in preparing to access the Green Climate Fund.

16. While leading the development of a strategic framework for resilience and setting up the Zimbabwe Resilience-Building Fund, UNDP in collaboration with other agencies including WFP (Asset Creation Programme) will support dedicated testing of certain resilience strategies through the Fund. These will include strengthening access to safe, diversified food and livelihoods for communities, with a special focus on women, youth and children, as well as strengthening capacities for communities to build resilience to shocks and stresses to ensure sustained food and nutrition security. The fund will work closely with the Zimbabwe Vulnerability Assessment Committee (ZIMVAC). Targeting will be based on a national mapping of hazards and risks, and areas exposed to multiple shocks of high magnitude and frequency that impinge on livelihoods will be selected. An index-based metric will be developed to measure household adaptive, absorptive and transformative capacities. UNDP will set up and manage an integrated monitoring and evaluation system, supporting the baseline, evaluations and impact evaluation of the activities carried out under the Zimbabwe Resilience-Building Fund.

17. In achieving the above objectives, UNDP will sustain its partnerships with other UN Agencies and IFIs to ensure a coordinated delivery of programmes informed by leveraging areas of agency comparative strength. Opportunities for joint programming within the UN family will be explored to avoid duplication of efforts. Furthermore, UNDP will work closely with UN Women in ensuring a more systematic approach to gender equality in programmes. UNDP will also strive to forge partnerships with re-emerging donors and other stakeholders, based on the strength of the experience and strong links that UNDP has built with the Government over the last decade. UNDP has garnered funding commitments for resilience from the European Union, and discussions on climate change work are under way with DFID and the Global Environment Facility (GEF). There are indications of interest in parliamentary support and discussions are on support to peace and reconciliation are ongoing with the Swedish International Development Cooperation Agency (SIDA). UNDP has initiated the process of coordinating development cooperation partnerships to enhance coherence, strengthen development effectiveness and help rationalize resource availability for priority operations. Furthermore, UNDP, in partnership with the World Bank, will be holding a high-level symposium to advocate and mobilize support to address poverty challenges. Strategic partnerships on innovations for youth entrepreneurship and employment creation, including the establishment and strengthening of business incubation and acceleration labs, facilitating enhanced access to information, enabling 'e-government' services, and leveraging information and communication technology for development, are being explored (with 'Microsoft 4Africa', for example). In addition, there is significant potential for South-South and triangular cooperation, which will be fully utilized in the execution of the programmes. UNDP will approach the private sector for partnerships promoting financial inclusion. Some of the possible South-South and triangular cooperation areas are community-based poverty reduction, renewable energies, and a 'green' economy. The country office is exploring opportunities with Brazil and China, among others.

## III. Programme and risk management

18. The present country programme document outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. Accountabilities of managers at the country, regional and headquarters levels with respect to country programmes is prescribed in the programme and operations policies and procedures and the internal controls framework.

19. National implementation will be the preferred modality for programme implementation. However, in exceptional circumstances and in consultation with the Government and UNDP headquarters, direct implementation will be used.

20. Prevailing economic challenges poses a risk to the effective Programme implementation. Those risks include: (a) limited capacity of the Government to play its role in project implementation if the fiscal space is further narrowed, (b) limited capacity for service delivery, including access to energy and provision of required infrastructure; (c) resource mobilization constraints in the face of the projected global economic slowdown; and (d) a potential slowdown in programme delivery leading up to and during the electoral period in 2018.

21. Risk-mitigation efforts will be built into the programme design. UNDP will strengthen the capacities of relevant institutions to deliver programmes. To avoid risks with the impending transfer of principal recipient status of the Global Fund to Fight AIDS, Tuberculosis and Malaria to the Government, the capacity of the Ministry of Health is being built in critical areas, including financial, procurement and programme management. In addition, to mitigate risk and to ensure the achievement of long-term programme objectives, the design of the country programme will be underpinned by critical analysis of the development context, learning lessons from past experiences and evaluations of previous programmes. Partnerships will be strengthened, particularly with those stakeholders who are already engaged with the Government and communities. As an early-warning management tool, and to improve effectiveness, the country office will utilize the Atlas risk-log as the backbone of its operational and programme reporting and will build on guidance from programme management structures and independent reviews.

22. Sizeable funding pledges have been made for most of the proposed initiatives. Despite the pledges, delivery targets can only be as broad as the funds available. A base of potential co-donors is being built, and private sector resource mobilization is under way. This will be integrated within the broader country office resource mobilization strategy. UNDP intends to work with non-traditional partners in mobilizing resources for the programme, and will expand its South-South collaboration. In view of the challenges of decreasing fiscal space, it will be difficult to provide an exit strategy and pathway for the sustainability of programmes.

23. The strong relationships that the UNDP has built with the key interlocutor of the Government, the Office of the President, and with the Ministry of Finance, have made UNDP a trusted partner. Those relationships will be strengthened for faster implementation of projects.

24. Steps have been taken to ensure programme and project quality, effectiveness and efficiency. The first step was to conduct independent outcome evaluations; their recommendations have been critical for programme design and are being fully implemented. The second was to consult with the Government about the programmatic approach (including through the UNDAF and Zim-Asset processes), to which the Government is fully committed. The third was a consultation with external experts on

initiatives such as resilience-building and poverty reduction. Finally, regular monitoring and evaluation of UNDP programmes and projects will mitigate risks while enhancing the effectiveness and efficiency of project delivery. UNDP will strengthen its in-house capacity to meet the new demands by establishing multi-disciplinary teams to address multi-dimensional development challenges.

## IV. Monitoring and evaluation

25. Results and value for money are key aspects of UNDP support to government. With UNDP support, the Government has strengthened the capacities of most state agencies in results-based management during previous programmatic cycles. Those initiatives will be strengthened to facilitate programme monitoring and evaluation. UNDP will commit at least 5 per cent of project costs to monitoring and evaluation.

26. Updating and analyzing critical data, including periodic and ad-hoc surveys undertaken by Zim-Stat, will be essential to measure results and support evidence-based programming. Key among them are the poverty income consumption and expenditure survey, the demographic and health survey, the multiple indicator cluster survey, and community-based data collection. In addition, sector and project-specific surveys will be undertaken.

27. The country office will pursue a robust, multi-year research agenda, including production of policy and issue briefs, discussion papers, and periodic reports such as Millennium Development Goals and sustainable development goals reports. The research agenda and the products emanating from it will be linked to the areas identified in the proposed programme, so as to help advance the agenda. The Millennium Development Goals report is considered the most relevant multi-year policy research document evaluating development progress in Zimbabwe. The national human development report, on the other hand, has not received due consideration in recent years. The present programme emphasizes production of all three reports so as to facilitate evidence-based design of the national development agenda and broaden debate at the national level. UNDP has initiated the monthly 'Infonomics' series and a bi-annual economic review. UNDP will work with institutions such as the African Capacity-Building Foundation, the African Development Bank and the Scientific and Industrial Research and Development Centre in advancing policy research.

## Annex. Results and resources framework for Zimbabwe (2016-2020)

| | | | | |
|---|---|---|---|---|
| **National priority or goal:** ***Poverty reduction and value addition*** | | | | |
| **United Nations Development Assistance Framework (UNDAF) outcome 1.** ***Key institutions are better able to formulate and implement poverty reduction strategies and programmes for improved livelihoods and reduced poverty of communities.*** | | | | |
| **Related strategic plan outcome:** ***Outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.*** | | | | |
| **UNDAF outcome indicators, baselines and targets** | **Data source and frequency of data collection, and responsibilities** | **Indicative country programme outputs** ***(including indicators, baselines and targets)*** | **Major partners and partnership frameworks** | **Indicative resources by outcome (in thousands of dollars)** |
| 1.1: Percentage of national budget allocated to poverty reduction<br><br>**Baseline**: 0%<br>**Target:** 10% | *Data sources*: Budget statement, Zim-Asset reports<br>Frequency: Annually<br>Responsibility: UNDP, Office of the Planning Commission (OPC), Ministry of Finance (MOF) | ***Output 1. Strengthened capacity of key institutions at national and subnational levels to develop and implement pro-poor policies***<br>**Indicator 1.** No. of national and subnational development frameworks integrating Millennium Development Goals/sustainable development goals<br>**Baseline:** 1<br>**Target:** 8 | OPC<br>MOF<br>Ministry of Small and Medium Enterprises and Cooperative Development (MSMECD)<br>Development partners | **Regular: 6,700**<br>**Other: 29,800**<br><br>**Total: 36,500** |
| 1.2: 5% reduction in national rate<br><br>**Baseline**: 62.3%<br>**Target**: 57.3% | *Data sources*: Poverty income consumption and expenditure survey PICES, Zim-Stat data, project reports; external project evaluation<br>Frequency: Every 5 years; quarterly; annually<br>Responsibility: UNDP, Zim-Stat | ***Output 2. Productive base of target communities strengthened***<br>**Indicator 1.** No. of additional jobs and livelihood opportunities created, disaggregated by male/female<br>**Baseline:** 0<br>**Target:** 1,500 | MSMEDC<br>Ministry of Local Government, Public Works and National Housing;<br>MOF<br>Development partners | |
| **National priority or goal:** ***Strengthened public administration, governance and performance management*** | | | | |
| **UNDAF outcome 2.** ***Increased citizen participation in democratic processes in line with the provisions of the Constitution and relevant international norms and standards*** | | | | |
| **Related strategic plan outcome:** ***Outcome 2. Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance.*** | | | | |
| **2.1** Percentage of population with access to justice and human rights services (urban/rural; M/F)<br><br>**Baseline:** To be determined (2016 will be first year of data collection)<br>**Target: 5%** | **2.1** *Data sources*: Democratic institutions annual reports, Zimbabwe Human Rights Commission (ZHRC), Zimbabwe Electoral Commission, President's Office (POZ), local authorities, National Peace and Reconciliation Commission (NPRC), Justice, Law and Order Sector (JLOS), National AIDS Commission (NAC), Ministry of Health and Child Care (MHCC) | ***Output 1. Capacity of justice and human rights institutions enabled and/or expanded to provide quality services and uphold the rule of law and redress.***<br>**Indicator 1.** Percentage of victims (M/F) grievance cases addressed through the JLOS processes and systems (with UNDP support)<br>**Baseline**: To be determined<br>**Target:** 5 %<br>**Indicator 2.** No. of human rights abuse cases successfully tried<br>**Baseline**(2015): 700 | Ministry of Justice (MOJ), ZHRC, Civil society organizations (CSOs), Faith-based organizations (FBOs), traditional leaders, academia, private sector;<br><br>Development partners, UN-Women, UNICEF, UNFPA, ILO | **Regular: 9,350**<br><br>**Other: 78,333.876**<br><br>**Total: 87,683.876** |

| | | | | |
|---|---|---|---|---|
| | Capacity assessments and evaluations<br>Frequency: Quarterly, annually, midterm<br>Responsibilities: UNDP, democratic institutions<br>**2.2** *Data sources*:<br>Baseline survey on citizens claiming redress for human rights violations<br>State party reports<br>ZHRC, CSO reports<br>Frequency: Quarterly<br>Responsibilities: Government, independent commissions, CSOs and FBOs | **Target**: 2000<br>**Indicator 3.** Percentage of Universal Periodic Review (UPR) recommendations that are implemented<br>**Baseline:** 10% (two action plans for implementation of recommendations from human rights monitoring bodies UPR and the Convention on the Elimination of all Forms of Discrimination Against Women developed)<br>**Target:** 50%<br><br>**Indicator 4.** No. of laws aligned to the 2013 constitution<br>**Baseline:** To be determined (data collected in 2016)<br>**Target:** 200 | | |
| **2.3** Number of national and subnational institutions able to lead and coordinate reconciliation and dispute resolution processes<br><br>**Baseline: 0**<br>**Target:** 2 | **2.3** *Data sources:*<br>NPRC and Land Commission annual reports<br>Parliamentary reports<br>CSO and FBO reports<br>Frequency: Quarterly, annually<br>Responsibilities: NPRC, POZ, UNDP, CSOs, FBOs | ***Output 2. Functions and capacity of the national peace architecture strengthened***<br>**Indicator 1.** Extent to which national and subnational frameworks for reconciliation and dispute resolution are in use<br>**Baseline:** 2013 Constitutional provisions for a peace architecture in place but not operationalized<br>**Target:** National and subnational framework for reconciliation and dispute resolution developed and adopted<br>**Indicator 2.** Percentage of additional communities offering integrated conflict mediation and dispute resolution services<br>**Baseline:** 0 %<br>**Target:** 10 %<br>**Indicator 3.** Extent to which a land dispute resolution mechanism is in place<br>**Baseline**: Land dispute resolution mechanism not in place<br>**Target**: Land Commission operationalized with action plan for dispute resolution approved | MOJ, NPRC, CSOs, FBOs, traditional leaders, academia, private sector<br><br>Development partners (ILO, SIDA, UNFPA, UNICEF, UN-Women) | |
| **2.4** Level of citizen engagement (M/F) with key democratic Institutions (rural/ urban), from 1-10<br>**Baseline**: Not available<br>**Target**: 5 | **2.4** *Data sources*:<br>Citizen Perception Survey<br>Institutional and parliamentary reports, Parliament Citizen Satisfaction Survey, NAC, MHCC<br>Frequency: Annual<br>Responsibilities:<br>UNDP to support a baseline on | ***Output 3. Citizen participation in democratic processes strengthened***<br>**Indicator 1.** No. of platforms created for citizen engagement including those for women<br>**Baseline**: 2<br>**Target:** 5<br>**Indicator 2.** Proportion of eligible voters who are registered to vote, disaggregated by sex and age | MOJ, Ministry of Information, ZEC, CSOs, FBOs, traditional leaders, academia, private sector<br><br>Development partners (European Union, SIDA), UN-Women, UNICEF, UNFPA, ILO | |

| | | | | |
|---|---|---|---|---|
| | level of people's participation in the annual reports of targeted institutions will be provided by the targeted democratic institutions | **Baseline:** TBD<br>**Target:** TBD<br><br>**Indicator 3.** No. of institutional frameworks promoting women's participation in politics and decision-making adopted/established<br>**Baseline:** 3<br>**Target:** 6<br><br>**Indicator 4.** No. of local government sector institutions that have functioning planning, budgeting and monitoring systems<br>**Baseline:** 0<br>**Target:** 50 | | |
| **National priority or goal:** ***Food and nutrition security for all*** | | | | |
| **UNDAF outcome No.3.** ***Vulnerable communities are equipped to cope with climate change and build resilience for household food and nutrition security.*** | | | | |
| **Related strategic plan outcome:** ***Outcome 5. Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change.*** | | | | |
| **3.1** Percentage of vulnerable districts that have comprehensive measures in place to achieve climate resilience<br><br>**Baseline:** 3 districts<br>**Target:** 10 districts | **3.1** *Data sources*: Sector reports, Climate Change Working Group reports<br><br>Frequency: Annually<br><br>Responsibility: UNDP, Ministry of Environment | ***Output 1. Scaled up action on climate change adaptation and mitigation in vulnerable districts is funded and implemented***<br>**Indicator 1.** No. of households (M/F) using climate-smart agriculture production technologies and sustainable energy practices under SE4All initiative<br>**Baseline:** 1,000<br>**Target:** 5,000<br>**Indicator 2.** No. of community groups developing adaptation strategies and measures for climate resilience<br>**Baseline:** 0<br>**Target:** 10<br>**Indicator 3.** No. of national and district development plans that address biodiversity and ecosystem management and climate risk management<br>**Baseline:** 1<br>**Target:** 10 | Ministry of Energy<br><br>Ministry of Environment<br><br>Development partners (European Union, DFID, GEF) | **Regular: 1,735**<br>**Other: 50,100**<br><br>**Total: 51,835** |
| **3.2.** Absorptive, adaptive and transformative capacities of communities increased in target wards<br><br>**Baseline**: To be determined<br>**Target:** 10% | **3.2** *Data sources*: Zimbabwe Vulnerability Assessment Committee, PICES, MICS<br><br>Frequency: Annually, 5-yearly<br><br>Responsibility: Zim-Stat | ***Output 2. Mechanisms in place to assess and mitigate natural and man-made risks at the subnational level***<br>**Indicator 1.** No. of district development plans that address disaster and risk management<br>**Baseline:** 1<br>**Target:** At least 10<br>**Indicator 2.** No. of multi-hazard mappings at subnational levels that inform planning and programming, taking into account differentiated impact (women, girls and males)<br>**Baseline:** 0<br>**Target:** 10 | Ministry of Agriculture, Food and Nutrition Council, Department of Civil Protection<br><br>CSOs, FBOs, Academia/research institutions, private sector, United Nations organizations and local government<br><br>Development partners (European Union, DFID, GEF) | **Regular: 1,000**<br>**Other: 15,000**<br><br>**Total: 16,000** |

| | | | | |
|---|---|---|---|---|
| **National priority or goal:** ***Strengthened public administration and governance structures*** | | | | |
| **UNDAF outcome No.4.** ***Key public sector institutions have improved capacity to mobilize, manage and account for resources effectively for quality service delivery.*** | | | | |
| **Related strategic plan outcome:** ***Outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.*** | | | | |
| **4.1** Share of development assistance to gross domestic product (as %)<br>**Baseline:** 6%<br>**Target:** 12% | **4.1** *Data sources*: Budget statement, ministry reports, development partner reports<br><br>Frequency: Annual<br><br>Responsibility: UNDP/MOF | ***Output 1. Aid coordination management capacity and systems strengthened***<br>**Indicator 1**. No. of donors feeding official development assistance data into the aid coordination system<br>**Baseline:** 0<br>**Target:** At least 10<br><br>**Indicator 2.** Extent to which capacity of aid coordination mechanism improves<br>**Baseline:** No secretariat in place<br>**Target:** Aid coordination secretariat functional (staffed, equipped, and trained) | MOF<br><br>OPC<br><br>Development partners | **Regular: 700**<br>**Other: 2,800**<br>**Total: 3,500** |